

15 May 1985

25X1 MEMORANDUM FOR: [REDACTED]
FROM: DCI
SUBJECT: Excellence

25X1 The examples of excellence provided by [REDACTED] and the others
on the Excellence Task Force are a good start. Ask them to go ahead in
25X1 formulating the strategies and collecting more examples as indicated in
paragraphs 2 and 3 of [REDACTED] memo. I will meet with them as soon as I
can fit a meeting in. I'd appreciate any ideas which might be useful for
my talk this weekend in San Antonio.

William J. Casey

25X1



SECRET

ROUTING AND RECORD SHEET

SUBJECT: (Optional)

Examples of Excellence

FROM:

Excellence Task Force

EXTENSION

NO.

DATE 29 April 1985

TO: (Officer designation, room number, and building)

DATE

RECEIVED

FORWARDED

OFFICER'S INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

1.

DCI

15 May

[Signature]

2.

3.

4.

5.

6.

7.

8.

9.

10.

11.

12.

13.

14.

15.

ed at, have done
a sampling of examples
of excellence. They have
not yet done a listing
of suggestions re what might
be done next. They will
have this for you upon
your return. (If it's
ready sooner, I'll send
via cable)

DCI
EXEC
REG

1788 0703

S E C R E T

(can be downgraded when separated from attachment)

28 April 1985

MEMORANDUM FOR: Director of Central Intelligence
FROM: Excellence Task Force
SUBJECT: Examples of Excellence

1. Since our 19 April meeting, we have compiled a sampling of initiatives and accomplishments which we believe represent excellence in action. This sampling is just that, a sampling; it does not represent a systematic or comprehensive effort to inventory all of the positive things going on in each of our directorates.

2. These examples will give you a feel for the types and range of activities. If you decide that these are appropriate for the public recognition you have in mind, we strongly recommend that each directorate take a more formal inventory of accomplishments so that a more complete and broader cross-section of employees can be recognized. We think it is important, too, that the individuals or offices responsible for the accomplishments be named in any public form of recognition, insofar as security constraints permit.

3. We will be happy to discuss with you strategies for collecting more examples and for spreading the word when you return from your trip.

25X1



Attachment
Examples As Stated

25X1

For:



S E C R E T

(can be downgraded when separated from attachment)

S E C R E T

Excellence in Action

25X1 While participating in agency-sponsored academic training at [] an OGI analyst saw many applications for personal computers which would enhance his work in the Strategic Resources Division of OGI. On return to headquarters he outlined his ideas to his supervisors. They responded by purchasing three IBM PCs and encouraging him to test out his ideas for applying PC programs, particularly spread sheet applications and small models, to analysis of world energy markets. Experimentation has resulted in development of several useful techniques, which the analyst is now passing on to other analysts in the DI. As a result of his energetic examination of the capabilities of this equipment, he has become an important source of information for analysts throughout the DI on the use of personal computers in doing analysis. He also has broken new ground in the use of micro-computers, especially their graphics capabilities, in briefing government leaders.

25X1

OEA officers involved with the DI recruiting effort proposed and developed a program whereby career counselling and placement directors from major universities throughout the country were brought to Headquarters for extensive briefings on career opportunities in the DI. The initial runnings of the program were so successful that it has now been expanded to an Agency-wide program under the direction of the Office of Personnel.

S E C R E T

S E C R E T

ORD employees from three components discovered that much of the information in their separate data bases on contract actions was redundant. Moreover, if the three data bases were combined, there would be a complete history of each ORD contract. The employees took the initiative to combine the data bases and a complete system will be ready for debugging in June.

A secretary in ORD set up a file on a WANG system to log, track, and assign deadlines for the review of applicant files. After setting up the system, she explained it to all ORD secretaries and obtained their cooperation in maintaining the file to keep it current. This makes it possible to quickly locate any applicant file in ORD.

25X1

A GS-12 engineer in FBIS and his bureau chief in Swaziland were seeking ways to get better reception from several sites in Africa. They recommended construction of a remote monitoring facility on a nearly hilltop and with the approval of Headquarters, coordinated the procurement of materials and equipment. Within six months, an efficient receiving site was operating.

25X1

NPIC developed the Video Executive Summary concept to enable senior Agency analysts and managers to get an early first-cut look at [REDACTED] The Summary has been produced daily since 1 April.

25X1

An NPIC employee who is the Intelligence Community's expert on optics, was dissatisfied with the quality control standards and specification to which optics were being manufactured. He investigated new methods to improve overall quality of [REDACTED]

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Roundtable**

presents

A National Conference on

**Excellence
in Public
Management**

**May 29-31, 1985
Washington, D.C.**

Your Conference Objectives

- To learn what management improvement strategies are working now.
- To learn how these management models can be applied in your organization.
- To discuss other management improvement ideas for recommendation to the President.
- To recognize the accomplishments of public employees in management improvement.

Conference management by
U.S. Professional Development Institute

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May 29-31, 1985 • Washington, D.C.

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(301) 985-7303

Sponsored by Public Employees Roundtable

The Conference Sponsored by Public Employees for Public Employees

Today, you, as public employees are implementing many of the innovative ideas, directions, and solutions for the achievement of excellence in public management. Your progressive thinking is leading directly to improvement in the management of human, financial and technological resources— **to achieve greater productivity and organizational effectiveness in Government.**

This first of a kind National Conference focuses on the Government management improvement strategies and programs you have developed— those presently in place and working, those proving successful in early stages of implementation, and those yet to be tried. Share your ideas and your successes with your colleagues. Learn ways to apply successfully these methodologies to your organization.

At this Conference you learn about new techniques and approaches for management improvement you can use in your own agency. You also have the opportunity to present and discuss your proposals for management improvement during the Conference "Idea Forum" sessions. Your input will provide the basis for Roundtable recommendations to the President. A special post-conference Report to the President will document your concerns, ideas and recommendations.

This is your forum to demonstrate how the partnership between public employees and the Administration can open up new avenues to achieve greater excellence in public management.

Your Conference Agenda

Wednesday, May 29

Registration - 10:30 A.M.

Keynote Address • Plenary Session

Thursday, May 30

Conference Sessions

Six concurrent Conference tracks focus on the "what" and "how" of outstanding improvement initiatives identified by the planning committee.

Friday, May 31

Conference Sessions - Idea Forum

The six concurrent track sessions are open to discussion of new ideas not presented on Thursday. Your input will provide the basis for Roundtable recommendations to be included in a special report to the President.
Public Service Awards Luncheon

You Benefit

and...

Others Benefit From You

- by learning about management improvement initiatives *your colleagues* consider worthwhile.
- by discussing with *your colleagues* the specifics of how *they* were able to achieve greater efficiency and effectiveness.
- by finding out how *your colleagues* overcame obstacles and solved management problems.
- by getting *your colleagues* reactions to *your* ideas for further improvement.

- by hearing *your* views on management problems that need to be addressed.
- by learning about *your* experiences in achieving greater efficiency and effectiveness.
- by finding out how *you* dealt with problems and overcame obstacles to improvement.
- by getting *your* reactions to their ideas for further improvement.

Return to:

USPDI

Excellence In Public Management

1620 Elton Road

Silver Spring, MD 20903

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750,000. The Roundtable was established in 1982 to ensure that the American public is accurately informed about the role and accomplishments of Government employees.

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REGISTRATION: Entire fee is payable prior to the Program. Registrations are accepted up to the time of the meeting. Make checks payable to Excellence in Public Management. Payment by MasterCard, Visa or American Express acceptable. Registration begins at 10:30 a.m. May 29 and 7:30 May 30-31.

ON-SITE REGISTRATION: On-site registrations are accepted at the Program. Subject to space availability. On-site Registration begins at 10:30 a.m. May 29 and 7:30 May 30-31. Please call (301) 445-4400 (FTS Users: (202) 445-4400) prior to the program to confirm available space.

REGISTRATION FEES:

(includes lunch, refreshments and Program volume):

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DEPARTMENT OF DEFENSE STANDARDS OF CONDUCT: This Program will be conducted in accordance with Department of Defense Standards of Conduct Directive 5500.7.

HOTEL ACCOMMODATIONS: The hotel will hold a block of rooms for participants until three weeks before the Program. To take advantage of special rates, please use the special hotel registration card that will be sent to you with your registration confirmation.

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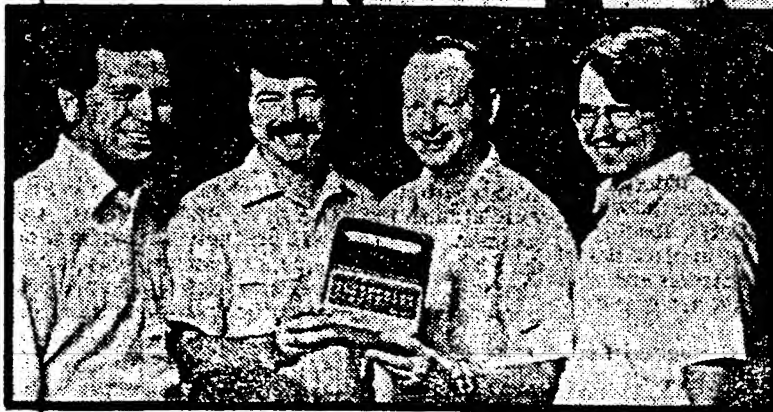
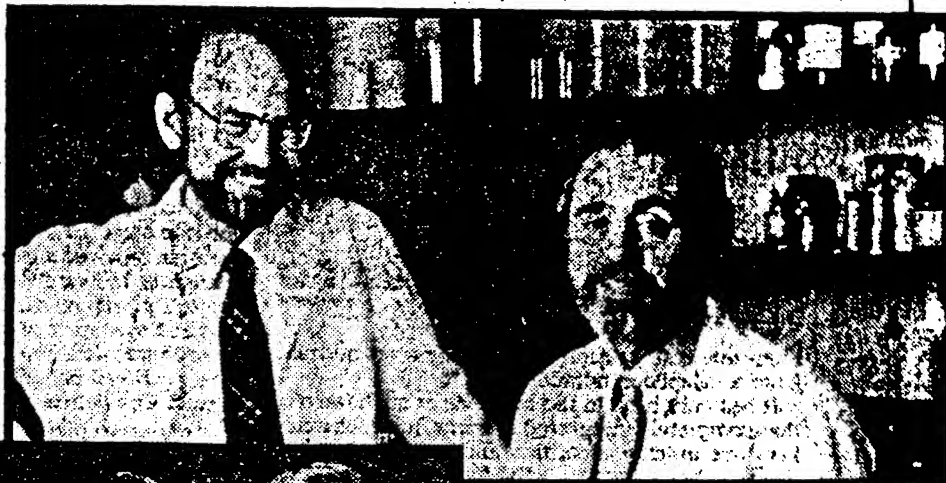
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PHOTOCOPY AND SHARE WITH A COLLEAGUE

The New York Times

Intrapreneurs at Three Major Companies

3M: Spencer Silver, left, and Arthur Fry, developers of Post-It-Notes.



Texas Instruments: From left, Gene Frantz, Richard Wiggins, Paul Breedlove and Larry Brantingham, with their electronic learning device, Speak-n-Spell.

Hewlett-Packard: Charles H. House, whose video tube was used to monitor a space flight.



Now 'Intrapreneurship' Is Hot

New Ventures In a Company

By ERIC N. BERG

For years, management gurus have argued that entrepreneurship would be the panacea for the United States economy's competitive ills. Now, a theory has come onto the American business scene that, if not questioning the conventional wisdom, certainly casts it in a different light.

The theory goes by varying terms: corporate entrepreneurship, corporate venturing, "intrapreneurship." But they all convey the same idea —

that employees can be entrepreneurs while working for large companies.

The idea appears to be catching on. In December, the President's Commission on Industrial Competitiveness issued a report on entrepreneurship with an entire section devoted to intrapreneurship. Since then, articles mentioning the subject have appeared in the Sloan Management Review and the Harvard Business Review. A number of companies, including I.B.M. and General Motors, have established small, separate business units to foster intrapreneurship.

Late in February, moreover, a book titled "Intrapreneuring" was published. According to its publisher, Harper & Row, it is already a best seller in certain key markets.

"Intrapreneurship is hot because entrepreneurship is hot," said R. Donald Gamache, president of the Innotech Corporation, a Trumbull, Conn., consultant specializing in inno-

vation. Zenas Block, a professor of management at New York University who teaches a course on corporate entrepreneurship, said, "Media publicity given to private entrepreneurship has been considerable, and that has had a major impact on large corporations."

Indeed, the conspicuous success of entrepreneurs like Steven P. Jobs, chairman of Apple Computer Inc., and of William Gates, chairman and chief executive of the Microsoft Corporation, a successful computer software company, confirming that you can still strike it rich on your own, has piqued the interest of big companies wanting to be intrapreneurial, too, management specialists say.

Intrapreneurship is also getting a welcome ear because, the specialists say, managers are tired of losing their most talented employees to

Continued on Page D25

'Intrapreneurship' Hot at Big Companies

Continued From First Business Page

more free-wheeling start-ups. Employees, in turn, see intrapreneurship as a way to inject excitement and urgency into otherwise dull jobs.

'You Can Take Action'

"Many people in older-style organizations feel underrecognized and that rewards aren't commensurate with achievement," said Rosabeth Kanter, an authority on organizational change. "The idea that, yes, you can take action inside large companies—that you can run your own show—is very appealing."

Intrapreneurship is not new. For years such companies as the Control Data Corporation, the 3M Company, Hewlett-Packard Inc. and Texas Instruments Inc. have encouraged employees to chase their dreams by giving them the money, equipment and time to pursue personal ideas as company projects.

It was an employee's project at 3M, for instance, that led to the development of Post-It-Notes, the highly successful yellow pads with the gentle adhesive. Arthur Fry, a product designer for 3M, wanted a book marker to note pages in a church hymnal, but one that would adhere to the pages without tearing them when removed.

So, using an adhesive already developed at 3M by Spencer Silver, a colleague, and taking advantage of a company policy that permits technical personnel to pursue their own ideas for the company 15 percent of the time, Mr. Fry developed a manufacturing process in his basement to produce Post-It-Notes.

For his efforts, Mr. Fry was promoted to the post of senior scientist. He also won the Carlton Award—"3M's Nobel Prize," Mr. Fry said.

Similarly, Texas Instruments' successful "Speak-n-Spell" electronic learning aid was developed by engineers who received financing outside the company's normal funding channels.

I.B.M.'s Experiences

In a variation on intrapreneurship, the International Business Machines Corporation produced its first personal computer by splitting employees to Boca Raton, Fla., giving them their own budget and ignoring long-standing policy of not buying parts from the outside.

And there have been countless other cases of corporate tinkers who turned hobbies into big businesses for their employers.

"The idea is not new at all," said Howard H. Stevenson, a Harvard Business School professor who has written and lectured on entrepreneurship. "It's just that different firms have been differentially successful."

Yet it is because many companies lag in intrapreneurship that the new book, "Intrapreneuring," has gained a hearing.

Gifford Pinchot 3d, the book's 42-year-old author, is a management consultant in New Haven who has spent the last several years promoting intrapreneurship at some of the nation's largest industrial concerns, including Exxon, Du Pont, Ford and A.T.&T.

Since going into national distribu-

tion a month ago, his "Intrapreneuring" has sold more than 65,000 copies.

Converting Ideas

Mr. Pinchot's argument, in short, is that American companies should be generating ideas but are poor at converting them into business success. The reasons, he said in a recent interview, are many.

For example, most large companies want to know beforehand what a new business will earn, which is impossible in the case of truly new ventures, he said. And the "passion" of an innovative idea often gets lost as it moves from product development to manufacturing to marketing, he added. So Mr. Pinchot provides in effect a check list for managers and employees wanting to be more intrapreneurial.

For employees, for instance, Mr. Pinchot offers an "Intrapreneur's Ten Commandments." Among them: "Come to work each day willing to be fired." Some call that nonsense: "It's simply not a realistic possibility for a significant proportion of the work force working in traditional organizations," Miss Kanter said. "If they went to work each day expecting to get fired, chances are they would."

Managers, by comparison, are urged to end the "home run philosophy," in which companies favor a few well-planned projects, and to concentrate on developing many small, experimental businesses. They are also encouraged to give employees corporate "slack"—the time, money and equipment to tinker.

In his book, Mr. Pinchot provides anecdotes of what he calls "intrapreneurial heroes"—people like Hewlett-Packard's Charles H. House, who pursued an idea for an advanced picture tube despite a kill order from management. The tube was eventually used as a monitor in a space flight, earning for Mr. House Hewlett-Packard's "Medal of Defiance."

But the success of these intrapreneurs has its problems, and can backfire if not handled wisely. According to banking experts, it was partly the intrapreneurial outlook of lending officers that led many big banks to make large loans in the energy industry in the mid-1970's. Many of those loans have soured with falling oil prices.

Similarly, the Bankers Trust Company, which has been trying to be more intrapreneurial by adding investment banking capabilities to its traditional commercial banking skills, has reportedly been struggling with a problem that many companies face: how to compensate its intrapreneurs. By paying investment bankers more, according to sources inside the bank, Bankers Trust has bred resentment among other employees.

For his part, Mr. Pinchot says the problem is surmountable: Pay intrapreneurs more, but make them incur more risk, such as tying their job security to the success of their projects.

To get reaction from managers, Harper & Row has given free copies of "Intrapreneuring" to top executives of the nation's 1,000 largest industrial concerns.